Canadian Intergovernmental Conference Secretariat

2014–15

Departmental Performance Report

The Honourable Maryam Monsef
President of the Queen's Privy Council for Canada
Minister of Democratic Institutions

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Table of Contents

Minister's Message 1

Section I: Organizational Expenditure Overview 3

- Organizational Profile 3
- Organizational Context 3
- Actual Expenditures 10
- Alignment of Spending With the Whole-of-Government Framework 11
- Departmental Spending Trend 11
- Expenditures by Vote 12

Section II: Analysis of Programs by Strategic Outcome 13

- Strategic Outcome 13
- Program 1.1: Conference Services 13
- Internal Services 15

Section III: Supplementary Information 17

- Financial Statements Highlights 17
- Financial Statements 19
- Supplementary Information Tables 19
- Tax Expenditures and Evaluations 19

Section IV: Organizational Contact Information 21

Appendix: Definitions 23

Endnotes 27

Minister's Message

As President of the Queen's Privy Council for Canada, I am pleased to table the Canadian Intergovernmental Conference Secretariat's (CICS) 2014-15 Departmental Performance Report.

The Secretariat was established in May 1973 with the mandate to provide the administrative support services required for the planning and conduct of federal-provincial-territorial and provincial-territorial conferences of First Ministers, Ministers and Deputy Ministers across Canada.

In this context, the agency plays a key and pivotal role in the area of intergovernmental machinery in Canada by providing impartial conference administrative services to federal, provincial and territorial governments.

In fiscal year 2014-15, CICS provided its services to 95 senior-level meetings which included 75 face-to-face conferences, 19 teleconferences and one virtual conference. This virtual conference of federal-provincial-territorial Ministers of Labour marked a significant milestone for the agency, as it was the first of its kind ever held at the Ministerial level.

Going forward, the CICS program and its service delivery model will continue to adapt and evolve according to current requirements. The ongoing integration of new technologies will ensure that the agency's services are aligned with the needs of all government clients and planning partners.

The Honourable Maryam Monsef
President of the Queen's Privy Council for Canada
Minister of Democratic Institutions

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister:

Institutional Head: André M. McArdle, Secretary

Ministerial Portfolio: President of the Queen's Privy Council for Canada

Enabling Instrument: The Canadian Intergovernmental Conference Secretariat was established pursuant to an agreement reached at the May 1973 First Ministers' Conference and was designated a department of the federal government by an Order-in-Council dated November 29, 1973.

Year of Incorporation / Commencement: 1973

Organizational Context

Raison d'être

The President of the Queen's Privy Council for Canada is responsible for this organization. The Canadian Intergovernmental Conference Secretariat (CICS), established pursuant to an agreement reached at the May 1973 First Ministers' Conference, is an agency of the federal, provincial and territorial governments. Its mandate is to provide administrative support and planning services for intergovernmental conferences of First Ministers, Ministers and Deputy Ministers.

These intergovernmental conferences are a key instrument for consultation and negotiation among the different orders of governments and assist in the development of national and/or provincial/territorial policies. They are a critical component of the workings of the Canadian federation and represent a core principle of our democratic society.

By skillfully executing the logistical planning and delivery of these meetings, CICS not only relieves governments of the administrative process burden but also allows them to greatly benefit from significant cost efficiencies and economies of scale.

Responsibilities

The mandate of the Secretariat is to support federal, provincial and territorial governments in the planning and conduct of senior level intergovernmental conferences held across Canada. The primary objective of CICS is to relieve client departments of the numerous technical and administrative tasks associated with the planning and conducting of multilateral conferences, thereby enabling participants to concentrate on substantive intergovernmental policy issues. CICS provides continuous, effective, impartial administrative services to these meetings.

Benefits for Canadians

The planning and conduct of multilateral meetings of First Ministers, Ministers and Deputy Ministers is a critical component of the workings of the Canadian federation. By skillfully and professionally planning and delivering services at these meetings, CICS allows governments to discuss important issues without getting distracted by process. The risk of error and omission is significantly mitigated by tapping into the Secretariat's experience and impartiality.

The interests of all Canadians are represented by their elected governments participating in these intergovernmental conferences.

As an institution dedicated to supporting events that give rise to, and support the spirit of cooperation and negotiation among governments, CICS seeks to execute its role to maximum effect, producing an environment conducive to rational discourse and optimal decision-making, to the benefit of all Canadians.

Federal, provincial and territorial governments greatly benefit from significant cost efficiencies and economies of scale through the use of CICS. This is particularly relevant in the current fiscal environment.

Strategic Outcome and Program Alignment Architecture

CICS is a micro agency with a single program mandate. Its Program Activity Architecture is presented below.

1. Strategic Outcome: Senior-level intergovernmental conference services are professionally and successfully delivered.

1.1 Program: Conference Services

Internal Services

Organizational Priorities

Priority	Type	Strategic Outcome
Enhance and expand strategic partnerships.	Ongoing	Senior-level intergovernmental conference services are professionally and successfully delivered.

Summary of Progress

What progress has been made toward this priority?

- The *Knowledge Exchange Forum on FPT meeting logistics*, created by CICS in 2013, continues to meet on an annual basis. This forum provides our contacts from across federal government departments with an opportunity to exchange information, network and share best practices surrounding the organization of senior level FPT meetings. A session was held in November 2014 with 17 participants from 11 different federal departments in attendance. Smaller working groups were also established at this session to continue collaborative work throughout the year on areas of interest to the group.
- CICS continues to refine its strategies to ensure the effective marketing of its services available to federal, provincial and territorial governments. Following a recommendation from last year's evaluation report, greater emphasis was placed in this fiscal year on marketing the CICS website. This year's evaluation results showed definite improvement in the number of conference planners using the website and its perceived usefulness to them.
- Conference support services were provided to another new sector this year: Canadian Elections Officials. In addition, the provincial-territorial table of Child and Youth Advocates returned to us; requesting our services on an on-going basis for their three meetings per year.

Priority	Type	Strategic Outcome
Transform CICS' service delivery model.	Ongoing	Senior-level intergovernmental conference services are professionally and successfully delivered.

Summary of Progress

What progress has been made toward this priority?

- January 2015 marked a significant milestone for CICS in the use of new technologies. Full services were provided for a virtual conference of FPT Ministers of Labour. All jurisdictions participated remotely by videoconference along with access to simultaneous interpretation in both official languages. The meeting was a huge success and proved to all involved that this is a viable way to hold meaningful discussions in between FPT face-to-face meetings. CICS is anticipating more requests for this type of service in the near future.
- The teleconference support services with 3-line simultaneous interpretation, introduced as a new service by CICS in 2013-14, showed significant increase in usage. Support was offered for 19 teleconferences over the course of the year at both the Ministers and Deputy Ministers' levels.
- A pilot project began in the spring of 2015 for the use of mobile internet hubs as a more cost-efficient way of offering a dedicated internet service to delegates on conference site. Preliminary reports are very promising.
- Work is on-going on both the on-line registration portal and the secure document retrieval site used for conferences to enhance the capabilities of the system and respond to feedback from our clients. Implementation is scheduled for the 2015-16 fiscal year.
- CICS continues to offer client departments the option of a la carte services instead of a fixed package. This has opened the door to a variety of models and types of services such as the set-up of teleconferences, support services for the main meeting room only and guidance in the planning and supply of technical equipment.
- All archiving of conference record files are now done electronically.

Priority	Type	Strategic Outcome
Review and adapt management practices to increase efficiencies.	Ongoing	Senior-level intergovernmental conference services are professionally and successfully delivered.

Summary of Progress

What progress has been made toward this priority?

- Shared service agreements for the procurement of human resources and financial services were renegotiated in 2014-15 to ensure they continue to deliver cost efficiencies.
- The Secretary is a member of the Heads of Federal Agencies Steering Committee. The Assistant Secretary continues to sit as an Executive member of the Small Agencies Administrators Network (SAAN). These forums meet monthly and allow CICS to share resource strategies with other small agencies to address central agency requirements.
- CICS is striving to implement an Electronic Document and Records Management System which is anticipated to be operational during 2015-16.
- The client survey interview tool was revised in 2013-14 and continues to remain relevant and effective in obtaining comprehensive feedback from clients.
- A risk management framework outlining CICS's approach to risk management at all levels of the organization has been developed and is expected to be fully implemented in 2015-16.
- A Privacy Impact Assessment was completed in 2014-15 and recommendations are planned for review and implementation in 2015-16.
- An internal Technology Committee was created with the purpose to develop and review new technologies that will enable CICS to enhance services and/or at the same time lower costs.

Priority	Type	Strategic Outcome
Continue to build a capable, confident and high performing workforce.	Ongoing	Senior-level intergovernmental conference services are professionally and successfully delivered.

Summary of Progress

What progress has been made toward this priority?

- CICS continues to provide learning, training and development opportunities for all employees. A selection of corporate learning workshops were delivered in 2014-15 in the areas of first aid, Occupational Health and Safety and team building.
- The Performance Management Directive was successfully implemented at CICS. Employees at all levels worked together to adopt the new system – objectives were articulated, discussions were held, ratings were given and reporting was completed.

- To promote more open and ongoing internal communications, the following was achieved:
  - Weekly Executive Committee Meeting Minutes started being shared with employees;
  - Monthly newsletters from the Secretary were circulated;
  - All-staff meetings took place on a regular basis;
  - The Intranet was revamped to contain more employee-focused content and features; and
  - Suggestions submitted by employees were discussed at the Weekly Executive Committee Meetings and decisions were communicated back to all staff.

Risk Analysis

The current challenges facing the Secretariat consist of managing a number of key personnel departures, maintaining an appropriate arm's length relationship with Central Agencies and fulfilling the increasing requirements of Central Agencies.

The Secretariat's program and service delivery model continues to evolve to meet stakeholder needs and expectations. Even though intergovernmental meetings are on the rise, it continues to be a time of fiscal restraint for our federal, provincial and territorial partners. The integration of new technologies and the expansion of services has allowed for increased collaboration and offered more flexibility to clients.

The agency's mandate and sole program is to manage senior level intergovernmental conference activities undertaken by federal, provincial and territorial governments and their respective departmental organizations. The Secretariat serves all 14 jurisdictions equally and thus, must ensure that its services remain pertinent, confidential and impartial to all clients.

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Human Resource Management There is a risk that the organization will be unable to sustain an adequate workforce with the appropriate competencies due to a large turnover of staff (retirements & departures, provincial-territorial secondment rotations, peak period staffing) and the outcome of current labour negotiations, resulting in potential errors, client dissatisfaction, and loss of confidence in the organization.	This risk was identified in the 2014-15 RPP and continues to be a key risk because in a micro-agency, the departure of one employee has an impact on the organization. In 2014-15, CICS successfully mitigated the Human Resource Management Risk through the implementation of its Human Resource Plan and Succession Plan for key positions. Going forward, the same mitigation strategies identified in the 2014-15 RPP will be used and greater importance will be placed on creating pools for key positions and having experienced personnel mentor new employees.	Conference Services, Internal Services
Governance and strategic direction There is a risk that the provincial-territorial stakeholders may not perceive CICS as being neutral because of recent federal initiatives which could negatively affect the number of requests for services being requested for provincial-territorial meetings.	This risk was identified in the 2014-15 RPP and continues to be a key risk because CICS must ensure that all 14 jurisdictions recognize its services as being equal, impartial and confidential to all clients. In 2014-15, CICS successfully mitigated this risk by strengthening provincial/territorial partnerships, respecting the exemptions from the Federal *Access to Information and Privacy Act* and the Federal Identity Program. Discussions with key players around the impacts of other transformation initiatives will be ongoing.	Conference Services, Internal Services
Policy Development and Implementation There is a risk that the organization will not be able to deliver on policy requirements because of limited financial and human resources in a micro agency resulting in compliance issues or delays in implementing requirements.	This risk was identified in the 2014-15 RPP and was successfully mitigated through the continued use of shared services agreements, ongoing involvement with the Community of Federal Agencies and the application of the agency's Strategic and Business Plans. As a result of these measures, the Policy Development and Implementation Risk has been reduced to an acceptable level and is no longer ranked as a key risk in our Risk Management Plan.	Internal Services

Actual Expenditures

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	Difference (actual minus planned)
5,957,163	5,957,163	6,160,310	5,169,487	(787,676)

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
32	27	(5)

Budgetary Performance Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome, Program and Internal Services	2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2013–14 Actual Spending (authorities used)	2012–13 Actual Spending (authorities used)
1. Strategic Outcome: Senior-level intergovernmental conference services are professionally and successfully delivered.								
1.1 Conference Services	4,026,878	4,026,878	4,141,822	4,140,073	4,258,885	3,508,894	3,800,944	3,344,606
Internal Services	1,930,285	1,930,285	1,825,719	1,824,948	1,901,425	1,660,593	2,063,937	1,810,874
Total	5,957,163	5,957,163	5,967,541	5,965,021	6,160,310	5,169,487	5,864,881	5,155,480

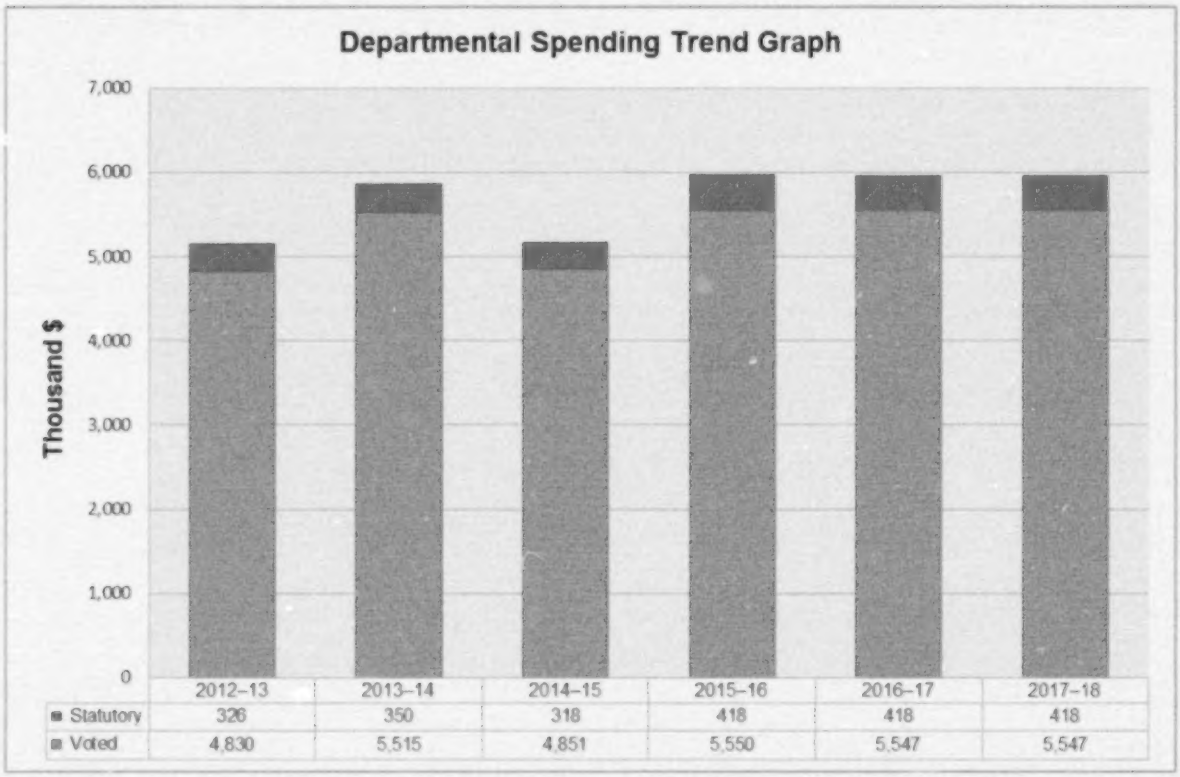
It is important to note that CICS does not convene intergovernmental meetings. The Secretariat responds to decisions taken by governments to meet on key national or specific issues. The location, number, timing and duration of meeting are factors that are beyond the control of the Secretariat. CICS does exercise due care and probity in the expenditure of its funds to meet its mandate.

Alignment of Spending With the Whole-of-Government Framework

Alignment of 2014–15 Actual Spending With the Whole-of-Government Framework[i] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2014–15 Actual Spending
1. Senior-level intergovernmental conference services are professionally and successfully delivered.	1.1 Conference Services	Government Affairs	Well-managed and efficient government operations.	3,508,894

Departmental Spending Trend



The Secretariat is funded at a level sufficient to finance 100 conferences annually. An event can consist of one or more conferences and is used to plan the budget for each of the conferences in terms of transportation and communication, rentals, translation and interpretation services. Over the past three years, there has been a gradual increase in conference activity. This trend is expected to continue in 2015-16, which would bring the organization to full capacity.

The decrease in spending during 2014-15 is mainly attributed to a significant increase in the number of conferences conducted by teleconference in comparison to previous years. 19 teleconferences and 1 virtual conference took place in 2014-15, compared to just 3 teleconferences in the previous fiscal year. Since jurisdictions participate remotely by video or telephone, these types of meetings significantly reduce costs for CICS that are associated with professional and special services, especially in the area of interpretation services.

Lower personnel costs, resulting from timing differences in hiring new staff to replace retired personnel and to fill vacancies, also contributed to the overall decrease in spending.

Expenditures by Vote

For information on the Canadian Intergovernmental Conference Secretariat's organizational voted and statutory expenditures, consult the *Public Accounts of Canada 2015*,[ii] which is available on the Public Works and Government Services Canada website.[iii]

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome: Senior-level intergovernmental conference services are professionally and successfully delivered.

Program 1.1: Conference Services

Description

Provision of expert, impartial support services for the planning and conduct of First Ministers, Ministers and Deputy Ministers level federal-provincial-territorial and provincial-territorial conferences.

The CICS does not convene intergovernmental meetings. It is called upon to respond to decisions taken by governments to meet on key national or specific issues. Decisions concerning the location of such meetings, their number in a given fiscal year, their timing and duration, are all factors beyond the control of the Secretariat. The level of CICS expenditures for each fiscal year is, however, directly affected by these factors.

Over the next three years, the Secretariat has the capacity of serving approximately 100 conferences per year.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
4,026,878	4,026,878	4,258,885	3,508,894	(517,984)

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
23	18	(5)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Professionally planned and supported conferences, including effectively addressing unforeseen challenges.	Client satisfaction levels for the full range of CICS services provided in support of provincial-territorial and federal-provincial-territorial conferences.	90% or higher positive response rate.	90.5%
Clients' and conference participants' conference needs identified and addressed accordingly.	Client satisfaction levels for the full range of CICS services provided in support of provincial-territorial and federal-provincial-territorial conferences.	90% or higher positive response rate.	96.3%

Performance Analysis

In 2014-15, CICS provided its services to 95 senior-level intergovernmental conferences; including 75 face-to-face meetings, 19 teleconferences and one virtual conference. This represents an overall increase of 9% in the number of conferences from the previous year.

Performance is assessed using internal data and documents as well as two surveys of clients; one an annual sampling of conference planners and the second of conference delegates who attend the events.

Overall, client satisfaction levels remained quite high. For conference planners, our target of 90% satisfaction was met while with conference delegates, the target was exceeded with a satisfaction rate of 96.3%. When asked for words to describe the quality of services offered by CICS, the words *professional, competent and efficient* continue to top the list.

Lessons Learned

As we transform our service delivery model and gain recognition for our expertise in using new technologies to support conferences, we need to continue to invest resources and encourage innovation so that modern tools will be used to their full potential for conference service delivery. Finding additional ways to share our success stories, in particular in the area of virtual conferences, is important to both the organization and our partners.

The success of CICS is founded on strong and positive relationships with our clients. Balancing our expertise, a client-centered service approach and the efficient use of resources requires effort and flexibility. Enhancing our relationships with our clients and involving them in determining our service improvements needs to continue to be a strategic priority for the organization.

As CICS is experiencing a period of high staff turnover due to retirements, the transfer of corporate knowledge and the successful integration of new employees will require significant attention in order to maintain our tradition of excellence as a service provider.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are Management and Oversight Services, Communications Services, Legal Services, Human Resources Management Services, Financial Management Services, Information Management Services, Information Technology Services, Real Property Services, Materiel Services, Acquisition Services, and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not those provided to a specific program.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
1,930,285	1,930,285	1,901,425	1,660,593	(269,692)

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
9	9	–

Performance Analysis and Lessons Learned

Internal Services has met its targets set in the 2014-15 Report on Plans and Priorities. The actual expenditures for Internal Services were some $270 thousand lower than planned. We reduced our costs in salaries and rentals. We also opted for cost efficiencies in the organization along with reducing our full time equivalent employees count by 2.

CICS has renegotiated its shared services agreements during 2014-15 for the procurement of human resources and financial services. These service agreements will be reviewed annually to ensure that they continue to deliver cost efficiencies.

The majority of reports to central agencies were compliant with requirements and submitted on time. The Departmental Staffing Accountability Report (DSAR) indicated acceptable performance in all areas measured.

Section III: Supplementary Information

Financial Statements Highlights

Condensed Statement of Operations (unaudited)
For the Year Ended March 31, 2015
(dollars)

Financial Information	2014–15 Planned Results	2014–15 Actual	2013–14. Actual	Difference (2014–15 actual minus 2014–15 planned)	Difference (2014–15 actual minus 2013–14 actual)
Total expenses	6,201,449	5,860,217	6,421,665	(341,232)	(561,448)
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	6,201,449	5,860,217	6,421,665	(341,232)	(561,448)

Total expenses were approximately $5.9 million, a decrease of some $560 thousand from the previous years' total expenses of $6.4 million. This is primarily the result of decreased professional and rental costs due to a lower number of face-to-face conferences (75 face-to-face meetings in 2014-15 compared to 83 in 2013-14). What's more, requests for our teleconference support services with 3-line simultaneous interpretation significantly increased (19 tele-conferences in 2014-15 compared to 3 in 2013-14). This lead to lower costs associated with professional and special services (primarily for interpretation and translation services). Finally, lower personnel costs, resulting from timing differences in hiring new staff to replace retired personnel and to fill vacancies, also contributed to the decrease in expenses.

Condensed Statement of Financial Position (unaudited)
As at March 31, 2015
(dollars)

Financial Information	2014–15	2013–14	Difference (2014–15 minus 2013–14)
Total net liabilities	740,847	939,192	(198,345)
Total net financial assets	517,232	841,501	(324,269)
Departmental net debt	223,616	97,691	125,925
Total non-financial assets	142,644	247,484	(104,840)
Departmental net financial position	(80,971)	149,793	(230,764)

Total liabilities were approximately $740 thousand, a decrease of some $200 thousand (27%) over the previous year's total of $940 thousand. Accounts payable and accrued liability make up the largest component, representing 70% of total liabilities. The decrease is mainly due to a decrease in accounts payable to support normal operations. The liabilities consist of accounts payable to external parties ($507 thousand), vacation pay and compensatory leave ($94 thousand) as well as employee future benefits ($139 thousand).

Total net financial assets were approximately $520 thousand as at March 31, 2015, a decrease of some $325 thousand (35%) over the previous year. The decrease in financial assets is mainly due to a decrease in accounts receivable for contributions due from provincial governments. All contributions billed during 2014-15 were collected prior the end of the fiscal period. The amount due from the Consolidated Revenue Fund decreased by some $190 thousand. Amounts due from the Consolidated Revenue Fund represent a charge against departmental authorities and are available for use to the organization without further authorities.

Total non-financial assets were approximately $140 thousand at the end of 2014-15. Non-financial assets are comprised entirely of tangible capital assets.

Financial Statements

http://scics.gc.ca/english/view.asp?ccid=215

Supplementary Information Tables

The supplementary information tables listed in the *2014–15 Departmental Performance Report* are available on the Canadian Intergovernmental Conference Secretariat's website[iv].

- Internal Audits and Evaluations[v];
- Greening Government Operations[vi]

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the Tax Expenditures and Evaluations[vii] publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

Canadian Intergovernmental Conference Secretariat

Mailing Address
P.O. Box 488, Station 'A'
Ottawa, Ontario
K1N 8V5

Location
222 Queen St., 10th Floor
Ottawa, Ontario
K1P 5V9

General Inquiries: 613-995-2341
Fax: 613-996-6091
E-mail: Info@scics.gc.ca

Appendix: Definitions

appropriation (*crédit*): Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (*dépenses budgétaires*): Includes operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report (*rapport ministériel sur le rendement*): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Report on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent (*équivalent temps plein*): Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes (*résultats du gouvernement du Canada*): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure (*Structure de la gestion, des ressources et des résultats*): A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (*dépenses non budgétaires*): Includes net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (*rendement*): What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator (*indicateur de rendement*): A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (*production de rapports sur le rendement*): The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (*dépenses prévues*): For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plan (*plan*): The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities (*priorité*): Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program (*programme*): A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (*architecture d'alignement des programmes*): A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities (*rapport sur les plans et les priorités*): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

result (*résultat*): An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (*dépenses législatives*): Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (*résultat stratégique*): A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (*programme temporisé*): A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (*cible*): A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (*dépenses votées*): Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

whole-of-government framework (*cadre pangouvernemental*): Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i. **Whole-of-government framework**, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

ii. ***Public Accounts of Canada 2015***, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

iii. **Public Works and Government Services Canada website**, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

iv http://www.scics.gc.ca/english/view.asp?x=198

v **Internal Audits and Evaluations**: http://scics.gc.ca/english/view.asp?ccid=216

vi **Greening Government Operations** http://scics.gc.ca/english/view.asp?ccid=217

vii. **Government of Canada Tax Expenditures**, http://www.fin.gc.ca/purl/taxexp-eng.asp